A Tale of Two Cultures
Belief Formation and Mobilization

Dr. John Nagl

Minerva Meeting and Program Review

September 13, 2012

Belief Formation and Mobilization: *Building a Learning Institution*

- Conservative organizations resist change because of their organizational culture
- They can learn how to change through the organizational learning process
- To adapt successfully, organizations must understand their strategic environment and the process of organizational change
- Adapting to change can become part of an organizational culture, creating a true “learning institution”

Organizational Culture

"Every organization has a culture, that is, a persistent, patterned way of thinking about the central tasks of and human relationships within an organization."

- James Q. Wilson, Bureaucracy

The Army's Organizational Culture

"The Army's culture is its personality. It reflects the Army's values, philosophy, norms, and unwritten rules. Our culture has a powerful effect because our common underlying assumptions guide behavior and the way the Army processes information as an organization."

- Lieutenant General Theodore Stroup

Unprepared

"In the years following the Vietnam War, the Army relegated unconventional war to the margins of training, doctrine, and budget priorities….[This] left the service unprepared to deal with the operations that followed: Somalia, Haiti, the Balkans, and more recently Afghanistan and Iraq – the consequences and costs of which we are still struggling with today."

-Secretary of Defense Robert Gates

October 10,2007

Organizational Learning

"A process by which an organization uses new knowledge or understanding gained from experience or study to adjust institutional norms, doctrine and procedures in ways designed to minimize previous gaps in performance and maximize future successes."

- COL (Retired) Richard Downie, PhD The U.S. Army as Learning Institution

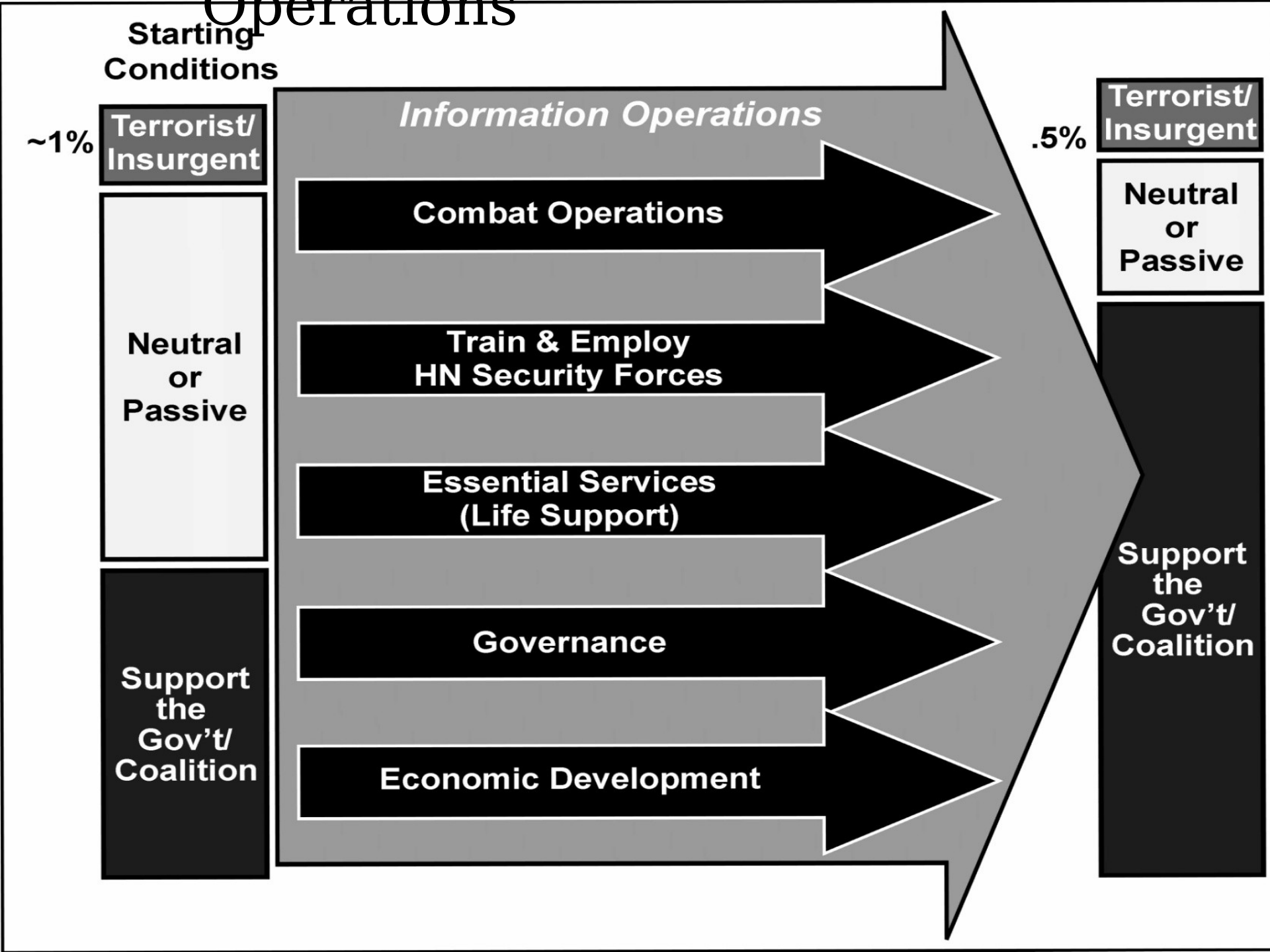
Indications of Learning Institutions

- Bottom-Up Input
- Superiors Questioned, Available
- Theoretical Thinking
  - About strategic environment
  - About core missions of organization
- Local Doctrine Development
- Local Training Centers
- Small, Responsive Staff

The Organizational Learning Cycle

Richard Downie, *Learning from Conflict*

Operations


Starting Conditions
~1%
Terrorist/ Insurgent
Neutral or Passive
Support the Gov't/ Coalition
Information Operations
Combat Operations
Train & Employ HN Security Forces
Essential Services (Life Support)
Governance
Economic Development
.5%
Terrorist/ Insurgent
Neutral or Passive
Support the Gov't/ Coalition

Building a Learning Organization

"Current tactics, techniques, and procedures sometimes do not achieve the desired results. When that happens, successful leaders engage in a directed search for better ways to defeat the enemy….This learning cycle should repeat continuously."

-GEN David H. Petraeus,

Counterinsurgency

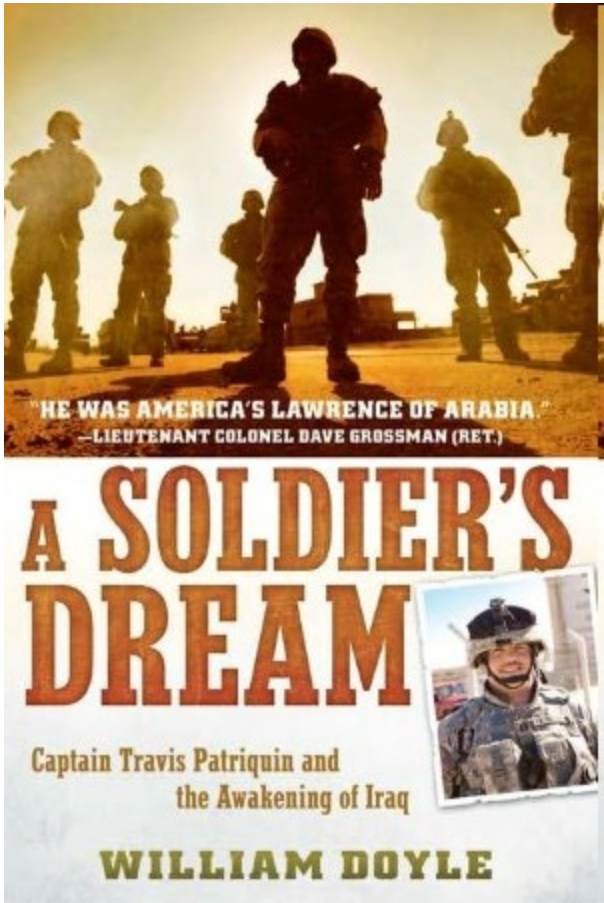
CPT Travis Patriquin

KIA Ramadi

6 December 2006

LtCol John Darin Loftis

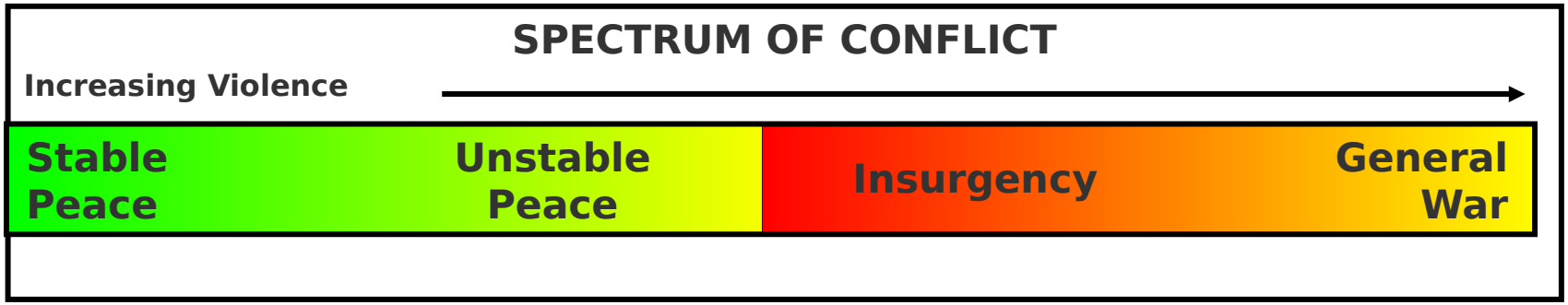
KIA Kabul 25 February 2012


"HE WAS AMERICA'S LAWRENCE OF ARABIA."
—LIEUTENANT COLONEL DAVE GROSSMAN (RET.)
A SOLDIER'S DREAM
Captain Travis Patriquin and the Awakening of Iraq
WILLIAM DOYLE

Dr. Carter Malkasian
“Carter Sahib”

-D.Phil. Oxford
-*The Korean War, 1950-1953*
-*A History of Modern Wars of Attrition*
-Iraq: February to May 2003
February 2004 to February 2005
February 2006 to August 2006
-Afghanistan 2007, 2009-2011
-*War Comes to Garmser*, 2012

“We need a Carter Malkasian in every district of Afghanistan.” --Maj. Gen. Larry Nicholson, USMC


SPECTRUM OF CONFLICT
Increasing Violence
Stable Peace
Unstable Peace
Insurgency
General War

More Drivers of Change

- Nuclear Weapons
- US Conventional Superiority
- Globalization
- Urbanization
- Climate Change
- Population Growth
- Resource depletion

ADDS UP TO A PERIOD OF RAPID STRATEGIC CHANGE

Rate of Change is Increasing

- Heidi and Alvin Toffler:

  Three Revolutions of Human History

  - Agricultural
  - Industrial
  - Informational

- In Information Age warfare,

  KEY TERRAIN IS THE PEOPLE

Conclusions

- Organizational Culture Can Be Helpful or Harmful
- Conservative Organizations can Become True Learning Institutions
- Rate of Change is Continuing to Increase—Building Learning Organizations is More Important Than Ever!

Our Task

"In Iraq, we've seen how an army that was basically a smaller version of the Cold War force can over time become an effective instrument of counterinsurgency. But that came at a frightful human, financial, and political cost. For every heroic and resourceful innovation by troops and commanders on the battlefield, there was some institutional shortcoming at the Pentagon they had to overcome. Your task…is to support the institutional changes necessary so the next set of colonels, captains, and sergeants will not have to be quite so heroic or quite so resourceful."

-Secretary of Defense Robert Gates

September 29, 2008